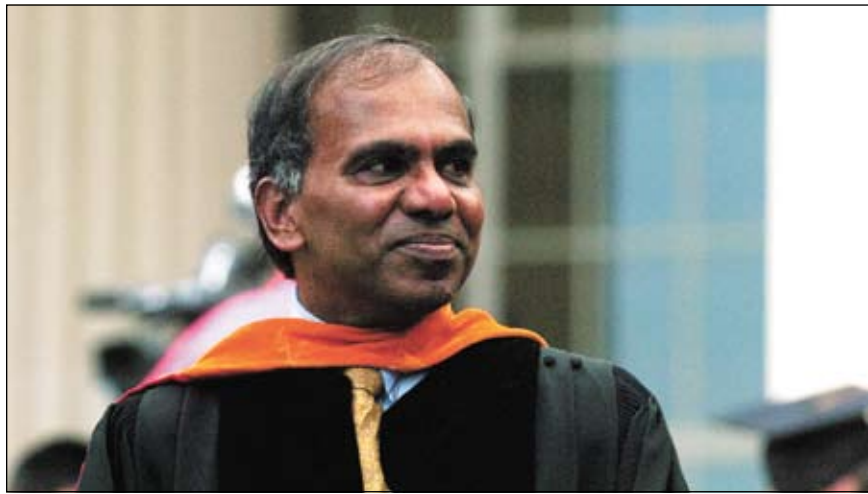


# Nominated to lead NSF

## Suresh awaits Senate approval



ELIJAH MENA—THE TECH

**President Barack Obama formally nominated Subra Suresh ScD '81, Dean of MIT's School of Engineering, to be the next director of the National Science Foundation last Wednesday.** If confirmed by the Senate, Dean Suresh will serve as director of the NSF for the next six years.

By Ana Lyons

NEWS EDITOR

On June 8, President Barack Obama formally nominated MIT School of Engineering dean, Subra Suresh ScD '81, to act as the next director of the National Science Foundation.

Assuming the nomination is confirmed by the U.S. Senate, Suresh will serve a six-year term. He will replace the current director, Arden Berment, who was scheduled to leave the foundation on June 1.

Nomination to the U.S. Senate for con-

firmation on Tuesday, June 8.

With an annual budget of roughly seven billion dollars, the National Science Foundation is a federal government agency which serves to promote "opportunities for research and education funding in all areas of science and engineering," according to their website.

Obama first announced his intent to nominate Suresh in a June 3, as he also appointed the Department of State's Ambassador to the Republic of Lebanon and the

Suresh, Page 9

# Unraveling tenure at MIT

*Revealing one of the most subtle and misunderstood processes at MIT, and explaining how one professor, despite his popular teaching, lost because of it*

By Jessica Lin

STAFF REPORTER

Usually students miss more lectures than their professors, but in week five of the spring 2010 term, Eric Hudson, popular instructor of 8.02: Electricity & Magnetism, would have given chronic class-skipper competition. "I think I've been gone five of the last seven weeks or something," he said with a light chuckle, seeming awed at that fraction himself. "It's really been terrible," he said.

Hudson found out this past December that he did not receive tenure. In those weeks away from MIT, he had been in England, Sweden, and the country of Georgia interviewing for a new post as professor, since he is required to leave the Department of Physics this July.

Not receiving tenure at MIT isn't uncommon; it's a fact of life. According to The Report on the Initiative for Faculty Race and Diversity,

which was released this January, from 1991-2004, about 53 percent of all assistant professors were not awarded tenure. Granted, obscured in these statistics are some professors who leave before being promoted in order to take opportunities elsewhere.

The statistic might lead one to wonder what distinguishes the tenured 47 percent. How do you get tenure at MIT? And what's it like to not?

## Getting tenure: the mechanics

Students are probably most familiar with the college admissions process. But a tenure review at MIT is quite different—much more drawn-out and thorough—though it similarly requires an application, recommendation letters, and a hierarchy of reviewers.

Here's the nitty-gritty: new professors are first hired as As-

Tenure, Page 10

## Who doesn't get tenure?

• From 1991-2004, about 53 percent of all MIT assistant professors were not awarded tenure.

• Eric Hudson, an assistant professor in Physics was not awarded tenure this year. He received the Everett Moore Baker Memorial Award for Excellence in Undergraduate Teaching in 2008 for instructing 8.02.

## IN SHORT

**The LSC Summer Series starts tomorrow** with the showing of *Duplicity* at 8 p.m. All summer films are free for MIT students.

**Have some free time this Sunday?** Head over to the MIT Sailing Pavilion for "Learn to Sail," a 9:30 a.m. to 2 p.m. free MIT-only sailing class that will teach you how to navigate the Charles. Classes will be held on every Sunday until Sept. 6.

**The Annual Dragon Boat Festival** of Boston

starts this Sunday, June 13 at 9 a.m. Expect food, demonstrations, and performances to line the Charles and Memorial Drive.

**Anna Tang's trial has once again been delayed**, this time to Friday, June 25. Previously it was scheduled for June 22. Tang is accused of stabbing Wolfe B. Styke '10 in Oct. 2007.

**The Tech will be publishing monthly** during the summer. The next issue will be published on July 7. Send news information and tips to [news@tech.mit.edu](mailto:news@tech.mit.edu).

# Prof speaks on China's factory unrest

## Huang discusses factory model's limits & Foxconn suicides

By Ana Lyons

NEWS EDITOR

This week, the *New York Times* reported on escalating unrest among Chinese factory workers, who complain of long hours, miserable management and little pay. Many are striking to demand higher wages, shutting down major factories in what the *Times* calls a labor "contagion."

Some are even committing suicide. The *Times* article "After Suicides, Scrutiny of China's Grim Factories," follows the suicide of 19-year-old Foxconn worker Ma Xiangqian, who jumped from his

high-rise dormitory. In the article, Sloan professor Huang Yasheng explains the cultural and demographic forces that he says are making the Chinese factory system untenable.

Yasheng is a professor of international management at MIT and holds an a special-term professorship at the School of Management, Fudan University and an honorary professorship at Hunan University. His research interests include higher education, science advancement, and entrepreneurship in China, and he has authored a number of books relating to the modern Chinese economy, includ-

ing "Capitalism With Chinese Characteristics."

In this interview, Yasheng talks with *The Tech* about the Foxconn suicides, the Honda strikes, and what they mean for the Chinese factory model. He advises the MIT community on how it can help China transition to a more sustainable economy based on innovation.

*The Tech:* In the *New York Times* article on the current Foxconn worker suicides you said "The factory model has run into some serious limitations." What

Huang, Page 8

## Seeking the next Dean for Graduate Education

Chancellor Phillip L. Clay PhD '75 intends to hire the Dean of Graduate Education by July 1, filling the vacancy created by the departure of Steven R. Lerman '72. Lerman, who held the positions of Dean of Graduate Education and Vice Chancellor, left MIT this spring to become Provost of George Washington University. In the meantime, Senior Associate Dean Blanche E. Staton will run the Office of the Dean for Graduate Education.

The final decision for the appointment will rest with Chancellor Clay. To help aid his decision, Clay created the Dean of Graduate Education Advisory Group. In an email sent

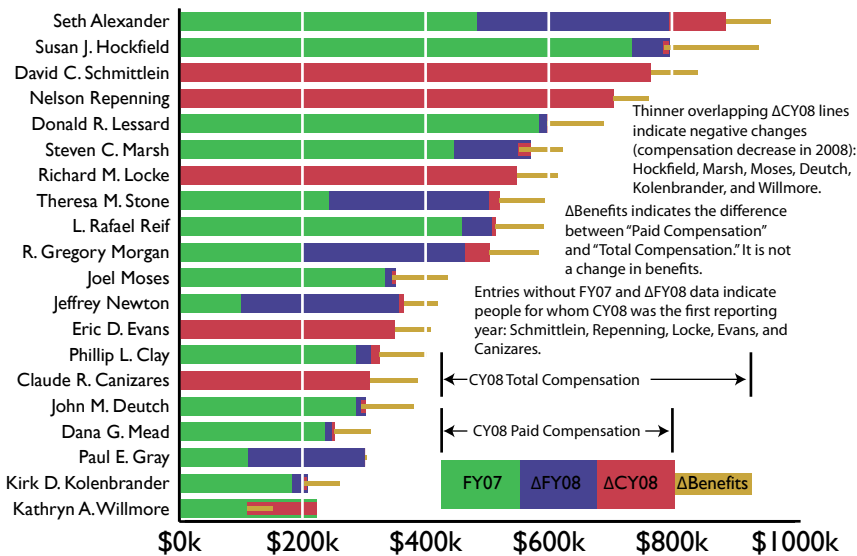
April 16, Chancellor Clay invited the MIT Community to give recommendations for membership to the Advisory Group. In the end, Clay appointed six Professors (Martin L. Culpepper, Karen K. Gleason '82, Kai von Fintel, John A. Ochsendorf, and Maria T. Zuber) as well as the President of the Graduate Student Council, Ulric J. Ferner G.

The Dean of Graduate Education will be responsible to advocate for the interests of graduate students, to counsel graduate students academically and personally, and to distribute fellowships. Additionally, the Dean will facilitate the recruitment of underrepresented minority and women students. Only current tenured faculty are being considered for the position.

According to Clay, Lerman's other position, Vice Chancellor, will be filled at a later date.

— By Elijah Mena

## MIT Top Salaries for 2008; details p.11



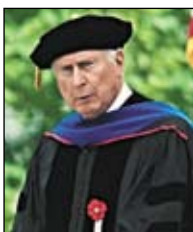
## THE TECH PICKS WORLD CUP FAVS

Does the U.S. soccer team have enough to upset Brazil? Hear what we have to say. **SPORTS, p. 12**



## CIUFFO MEETS PLATYPI

Plus, Penny Arcades, xkcds, PhD, and Foxtrot **FUN, p. 5-6**



## MISSED COMMENCEMENT?

MIT bids goodbye to the class of 2010 and reunites the class of 1960. See photos of the event inside. **p. 7**

## BLACK & WHITE

Boston Ballet goes contemporary. Swampy traditional grace for modern moves leaves reviewers grey. **ARTS, p. 12**

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**By Keith Yost**  
*STAFF COLUMNIST*

On November 2, 2004, Theo van Gogh, a Dutch film director, author, and father, was shot and killed by Mohammed Bouyeri as van Gogh rode his bicycle to work. In the open air of the streets of Amsterdam, Bouyeri shot van Gogh eight times, attempted to decapitate him, and then finished by stabbing two knives into his chest, pinning there a 5-page manifesto threatening the lives of others, including a prominent Dutch politician.

Van Gogh's crime? Four months earlier, he created a 10-minute film called "Submission" (from the etymology of the word "Islam"), that harshly denounced the treatment of women in Islamic societies.

On September 30th, 2005, the Danish newspaper *Jyllands-Posten* published a series of editorial cartoons depicting the prophet Muhammad. The editors of that newspaper were worried, in light of the assassination of van Gogh, that legitimate political discourse between western and Islamic societies was being silenced. They decided to make a stand, not against Islam or religion, but in defense of the secular value of free speech and to urge their colleagues in the media to strike a different balance between free expression and political correctness. In response, many Danish embassies were burned, or targeted for bombing. The cartoonists have had multiple plots and attempts on their lives, the most recent of which was in January of this year.

On April 21st, 2010, an American animated sitcom, South Park, ran an episode that depicted the prophet Muhammad. The target of their satire was not Islam itself, but instead the media and its practice of self-censorship in matters concerning Islam. Much as *Jyllands-Posten* was responding to the fallout of the van Gogh murder, South Park was responding to the fallout from *Jyllands-Posten* — it was a meta-response to a meta-response. This time however, there were no fireworks. After receiving a thinly-veiled threat from a New-York-based group, Revolution Muslim, South Park's executives decided to heavily censor the episode, bleeping out any mention of Muhammad, any image of Muhammad, and very nearly the entire finale of the episode, in which the show's characters frankly discuss the issue of self-censorship.

The line seems to keep getting pushed back further and further. With van Gogh, we discovered that we cannot criticize Islam. With *Jyllands-Posten*, we found that we cannot criticize our inability to criticize Islam. And now with South Park we find that we cannot even criticize our inability to criticize. Forget Islam for a moment — how is it that our society, which enshrines free speech as a fundamental right, came to self-censor a debate on self-censorship?

There are many out there, myself included, who believe that the war on terror will not end with a bomb being dropped or a gun being fired, but instead will be won by the power of our democratic system, our ability to discuss and persuade others of the validity

An article published on June 4 about former student Lori Berenson incorrectly stated that she was married to guerilla leader Nestor Cerpa at the time of her 1995 arrest. Berenson was not married to Cerpa, but she was with his wife at the time of the arrest.

A pair of front-page charts on Friday, May 7, entitled “Provost presents budget cut projections,” showed planning models for the Institute’s deficit. The last sentence erroneously stated that “This data does not incorporate planned cuts for fiscal year 2011.” The

**Editorials** are the official opinion of *The Tech*. They are written by the editorial board, which consists of Chairman Steve Howland, Editor in Chief Jeff Guo, Managing Editor David M. Templeton, Executive Editor Natasha Plotkin, Opinion Editors Joseph Maurer and Ethan Solomon, Contributing Editor Michael McGraw-Herdge, and Advisory Board member Andrew T. Lukmann.

**Dissents** are the signed opinions of editorial board members choosing to publish their disagreement with the editorial.

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Letters, columns, and cartoons must bear the authors' signatures, addresses, and phone numbers. Unsigned letters will

of our ideas. There can be no lasting victory through the force of arms — until we create a level of mutual respect between our societies, until we win the debate being held at the kitchen tables of moderate Muslims, there will always be fresh bodies for the grist mill.

But how can we engage in such a debate when we restrict ourselves from participating? How can we pretend to preach tolerance and human rights when we betray our own ideals? I am not calling for offending for offense's sake — there is a reasonable argument to be had that responsible institutions should take measures, including self-censorship, to avoid inspiring animosity between Islam and the West. In the course of this balancing act, we will find some criticism that is important to a full and honest exchange but potentially inflammatory — such criticism falls into a grey area that we as a society should continue to debate. South Park however, did not even come close to this grey area. There was no criticism of Islam beyond its indirect and disturbing effects on our free speech. Theirs was an attempt to participate in the debate about where self-censorship should draw the line.

Muhammad in a bear costume (as South Park pseudo-portrayed him) may sound silly, but with this censorship what we are looking at is our core democratic principles under attack. Our citizens have the right to satirize Muhammad without fear of retribution, just as they have the right to declare themselves gay or to let their religious beliefs be known. A violent minority has, through the threat of violence, caused us to surrender this right. It is one thing for someone to decide, of their own volition, whether or not to say something. It is an entirely a different matter when someone wants to say something, but fears they will be harmed as a consequence.

We would never accept this attack on our political discourse if it came from any other source. In the weeks leading up to the airing of the South Park episode, much of our media space was filled with a ferocious back and forth on whether or not Tea Party anger would incite assassinations or bombings. We are on such a hair-trigger against the prospect of violence creeping into our political process, so devoted to the sanctity of our national debate from coercion, that we took relatively benign language from the likes of Sarah Palin and misconstrued it as incitements and threats. Bill Clinton even went so far as to blame Tea Party-style anger for terrorist attacks such as the Oklahoma City bombing, claiming that the anger with big government of more moderate Tea Party supporters was what fueled extremist elements.

In the wake of South Park creators Trey Parker and Matt Stone being threatened with execution, and their free speech rights being abrogated by the self-censorship of craven TV executives, our media is chillingly silent. There are seemingly few, if any, mainstream outlets ready to stand up and defend the two comedians. Where are the Bill Clintons of this fight, ready to absurdly claim that the discomfort and anger that moderate Muslims feel about the depiction of Muhammad

chart on the left, “before,” did not incorporate such cuts, but the chart on the right, “after,” did. The cuts were the reason for the difference in the charts.

An article ruining June 4 stated that the U.S. Soccer team would play England on June 12 in the World Cup opener, but in fact they play England in their opening match. South Africa faces Mexico in the actual World Cup opener on June 11.

The June 4 article on MIT's nuclear reactor misstated the date that the reactor began operation. It opened in 1958, not 1956.

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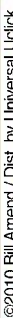






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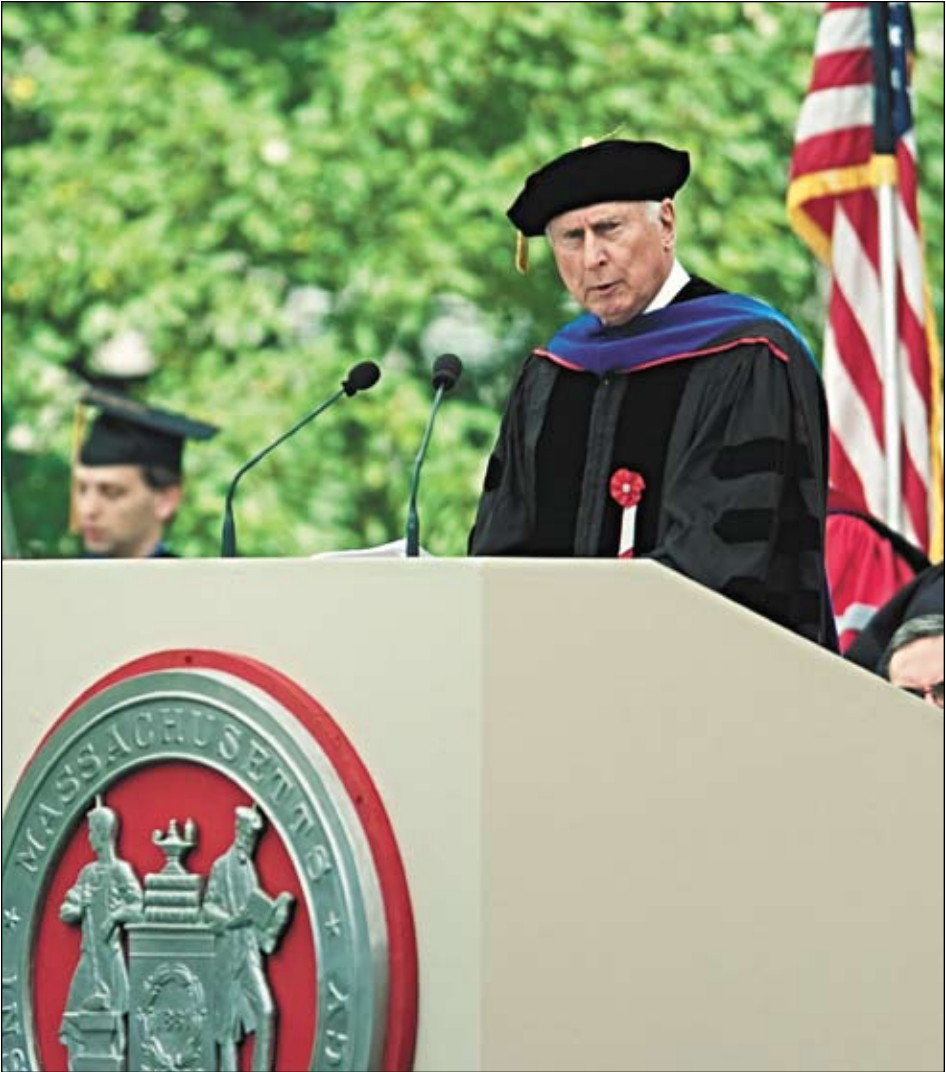
## A cartoon illustration of three smiling characters. On the left is a blonde girl with a pink shirt. In the center is a boy with blonde hair and glasses wearing a green shirt. On the right is a boy wearing a blue shirt and a white sailor-style cap with a blue band and the letter 'A' on the front. They are all smiling broadly and appear to be cheering or celebrating.







FENG WU—THE TECH



ELIJAH MENA—THE TECH



ELIJAH MENA—THE TECH



ELIJAH MENA—THE TECH

# Graduates receive diplomas at Commencement 2010

(counterclockwise from above)

Raymond S. Stata '57 speaks to graduates of the class of 2010 during the 144th Commencement in Killian Court on June 4. In his keynote address, Stata shared insights about entrepreneurship and business management.

Family and friends of the Class of 2010 filled Killian Court to watch Commencement festivities. A total of 912 undergraduate students and 1443 graduate students received their diplomas on Friday.

The Class of 2010 graduates listen as Raymond S. Stata '57 gives the keynote speech. Stata, founder of Analog Devices, told students, "As MIT graduates, we are all innovators and entrepreneurs at heart. We search for opportunities to do things better, to make things happen and to change the world."

Family of graduating seniors watch a live stream of the Commencement exercises in room 2-105. A live video webcast was provided by the MIT Academic Media Production Services.

Graduates of the Class of 2010 display their decorated mortarboards. Other creative designs included a pair of stuffed beavers and a camera.

An alumnus of the Class of 1960 attends Commencement 2010. Commencement also coincided with Reunion week.



ELIJAH MENA—THE TECH



ELIJAH MENA—THE TECH



ELIJAH MENA—THE TECH



# Cheap labor costs over technology, innovation

Huang, from Page 1

are these limitations, and how are these limitations enforced?

*Yasheng Huang:* There are both external and internal limitations of the current factory model system. To begin with the external limitations, there's the financial and economic instability in Europe and the slow recovery in the United States. In Europe, prices are pushing the value of the Euro down by 14 percent since January 2010 and since Chinese Yuan is linked to the US dollar, Euro has depreciated against the Chinese currency by 14 percent as well.

**“Apparently a factory near Shanghai just went on strike. My prediction is that this will not be an isolated event.”**

This will impact the Chinese exports to Europe. The European market is the largest export destination of the Chinese goods. It is definitely going to have a negative impact on the export model of China. In the United States, although the situation is improving, the unemployment is persistently high and it is likely that the personal savings rate in the United States will rise. This means a less robust consumption future for the Chinese products.

So these are the external limitations, but I think, it is probably more interesting to talk about the internal limitation that the model is facing. And, as you said, Foxconn and the Honda plants now are raising salaries. They have agreed to raise the salaries of the factory workers, and I think Foxconn has agreed to even double the wage of its workers.

*TT:* How recent are these raises?

*YH:* This is very recent. This is a result of the suicides at the Foxconn plant. Now they have responded by raising the salaries, and this is a dramatic increase of the salary level. It's not going to make the Chinese export model completely ineffective, but because China has a very efficient supply chain—a network of suppliers operating in close proximity with each other—and it will be hard to replace these suppliers quickly in other countries. But nevertheless rising labor costs will, in due time, may motivate foreign firms to consider alternative sourcing sites.

The best-case scenario is that these wage increases occur in a gradual and orderly fashion rather than as a sudden jolt. You want to give everyone time to adjust and

adapt to the new situation. But there is evidence that the pressures for wage increases are spreading to other regions of the country. Apparently a factory near Shanghai just went on strike. My prediction is that this will not be an isolated event. The reason is that in the past five to ten years despite China's rapid GDP growth the wage growth has been extremely modest or even stagnant in several years. There is a huge pent-up demand for wage growth in the system.

If the wage growth is dramatic and sudden, then the export model is going to have some serious problems. The reason is that China's export model relies overwhelmingly on really low and cheap labor costs, rather than on technology and innovations. So unlike the Japanese model, which has the Toyota way, zero inventory, just-in-time operation—all these management techniques that are very very efficient and uniquely Japanese. They also have technology...Even with all these things, Japanese economy did not the huge appreciation of the Japanese currency since the mid-1980s.

China has far fewer of these managerial and technological innovations. In the absence of these managerial and technological innovations, one of the things that's working in the Chinese favor is the low labor costs. Now that is going to go away, so the old model is going to have some very, very substantial cost pressures. That may be OK if the US economy is booming, if the European economy is booming to absorb those cost increases, but that's not what's happening now.

*TT:* The *Times* article on the Foxconn situation reported that the factory worker that had committed suicide was paid something on the order of a dollar an hour. Is that typical in Chinese factories?

**“China's export model relies overwhelmingly on really low and cheap labor costs, rather than on technology and innovations.”**

*YH:* Actually, Foxconn and Honda were among the highest-paying plants in Guangdong. At least they are better than the average. And the thing about the Chinese wage calculation is that it's actually very tricky, because we don't have very good data on the hours that they put in. The overtime, they put in a lot of overtime, but we don't really have very good data on that. Typically we have monthly wage, and if we look at monthly wage, there's some increase of monthly wage for the last five years, but we don't know how many hours the workers are actually working. And so, per month is not the right unit to calculate the wage; the right unit is hourly wage.

We just don't know how many hours they work. Together with some academics in Guangdong, we implemented a survey, “Rural Migrant Workers in 2009,” and we tried to ask those questions. It's actually very difficult to get the right, honest answers because it's a sensitive topic. But we do have some indications that the hours are very, very long. So in affect, the unit wage is actually extremely low and has not grown very fast in the past five years.

*TT:* In the case of the Foxconn factory worker who recently committed suicide, it was reported that his working conditions were just very harsh, he would work overtime a lot. Some of the factory workers would have to sleep on the factory floor at night. You mentioned that this export system has been in place for awhile. Why are these worker strikes and suicides happening



COURTESY OF YASHENG HUANG

**MIT Sloan Professor Yasheng Huang gave *The Tech* an exclusive interview** regarding the recent Foxconn suicides and the Honda strikes in China, what they mean for the Chinese factory model, and how MIT can help China move forward.

now? Why are the wages finally rising now?

*YH:* So to answer your question, the export model has been around for the last twenty years, and maybe the situation has intensified since 2001. China has been heading in that direction since the mid-1990s, but they became more export-driven since 2001. There were always complaints about labor standards and labor conditions, but I think some of the recent developments in the Chinese economy have intensified some of the wage issues.

One is that the older generation of workers typically came directly from doing agriculture. Agriculture is much harder work as compared to factory labor. Yes, sleeping on the shop floor is not pleasant, but planting rice is much worse. So their perspective, the older generation's perspective is different. If you look at the people who committed suicide, they are typically very young. They're just between 19 and 24, you know, they're just like you. And these are the people who have not spent a lot of time planting rice. They don't have their parent's perspectives, so there's less tolerance of this level of stress and the style of the work.

The other thing is I think that in the last two years, even though the wages are growing, the prices are rising too. Because in China there's the real estate boom, or bubble—which is pulling up prices across the board, eating away at the purchasing power of these people. So even though there is some wages rise, so are the living expenses. There is evidence that China is emerging from a long deflationary phase since the late 1990s to an inflation phase. In the 1990s, the wage growth was extremely modest or even stagnant but at least you had falling prices on your side. But this is changing now. So that's another source of anxiety and worry on the part of these workers.

The third thing, it's actually related to the first thing, is that the older generation basically treated their factory jobs as a temporary arrangement. So their expectations are, “OK this is two years of hard work, five years of hard work, but at the end of that, you know, I've saved enough, I can go back to my home village and build a house, or what-

ever, maybe start a small business.”

The current generation of people don't have that sort of time horizon. They expect to be in the city for a long time, and then they look around, and then they say “Gee, compared with the rich people in the city—they're buying houses, they're speculating about the real estate market—I'm doing terribly. And I don't really have a long term future here, and yet, I don't want to go back.” So that's a very different kind of psychology as compared with someone who only expects to be in the city for only a few years and who considers himself as a rural resident. Surveys show that the current generation of rural migrant workers increasingly identify themselves as urban residents but minus all the benefits of being the real urban residents.

*TT:* You mentioned that the Japanese model isn't having these same problems, largely because they focus so much more on technology and innovation. There are a lot of people here at MIT, both at Sloan who focus on business but also you have the EECS department, with people who are actually making innovations, in software, in hardware, that some of these factories like Foxconn might actually someday produce. How much do you think that the actual of design of these products might encourage or promote this type of factory work, or if there was anything that the people who are developing certain components of these products could be more aware of. And more generally, what could students at MIT, who are concerned by these types of issues, who might be business student or an engineering student developing technology—what they might be able to do?

*YH:* One of the things that we do at Sloan School is we created a program called “China Lab” in 2008. The idea is to use very capable students who previously worked at McKinsey, Boston Consulting Group, and places like that, who are very good at consulting, to help local Chinese entrepreneurs. We sent them to China and they work with Chinese management students and with local entrepreneurs to devise marketing plans and human resource management, and things like that. We either charge nothing or charge only a nominal fee. The

idea is not to make money but to help local entrepreneurs.

So I think there's a role for MIT, both for the management side as well as for the technology side to help the local Chinese entrepreneurial businesses improve their technology, improve their management, so that they don't simply develop on the basis of low cost labor. And by raising the salary increases of the workers, now they can innovate. Now they can use technology, use new business methods, and new production processes.

I cannot say with any level of specificity about other parts of MIT whether they can also help China make the transition. What I can say is that at Sloan school, we have involved ourselves in that process for some time now. We directly work with local Chinese entrepreneurs. And the whole idea is that we want to create business models that both the owners of the business as well as the workers can benefit from economic development. We don't want to see that business owners benefit at the expense of the workers, and we don't want to see only the workers benefiting at the expense of the business owners. We want to create a situation in which everybody benefits.

This is something that MIT students can do in China. MIT has some excellent programs such as the MISTI program and if I may say so, our China lab program. And by the way, in March 2009, I went out and organized a symposium in the heart of all these issues we are talking about today—the city in Guangdong known as Dongguan, which is the manufacturing hub of Guangdong. Dongguan is known for massive manufacturing operations at the cutthroat prices wage levels. I wanted our students to share their views on technology and management with entrepreneurs in Dongguan and how to use technology, how to use these innovations to solve specific challenges, and to think of ways of not just squeezing in more hours on workers, but to do business better and more efficiently. So that's a fairly concrete example of what MIT can do to be helpful. The symposium was very well received and the organizers have kept asking me to organize another one.

**“We have excellent students, we have excellent professors, we have tons of experience in creating entrepreneurial successes.... We need to raise resources to support these activities more.”**

Obviously, China is a huge country and we can only do a few things at a time, but yes, I agree with you. MIT can be a very good player in that process, if we are more proactive. We have excellent students, we have excellent professors, we have tons of experience in creating entrepreneurial successes. What we don't have is enough resources. China is huge but our China Lab each year can only help 12 companies. I can do 50 companies in Guangdong alone if I have the resources. We need to raise resources to support these activities more. What we don't have, I have to say, is the resource support for doing these things. And we don't have an organized platform at the MIT level to do these things. For example, I would love to involve our talented engineering students in China Lab. Individual schools are doing this or are doing that, but we don't really have an MIT approach.

Solution to Sudoku

from page 5

3	1	5	7	8	9	2	4	6
8	6	7	3	4	2	1	5	9
9	4	2	6	1	5	8	7	3
6	3	8	5	9	1	4	2	7
1	2	4	8	7	6	3	9	5
7	5	9	4	2	3	6	1	8
4	7	1	9	3	8	5	6	2
5	9	3	2	6	4	7	8	1
2	8	6	1	5	7	9	3	4

Solution to Kenken

from page 5

75×		8+		3÷	
	3÷		30×	32×	
2÷		2−		5−	
	3÷		3÷		13+
96×		9+			
				3÷	



# Suresh offers new perspective

## 220 research papers, 12 patents, and 5 books

Suresh, from Page 1

Ambassador to the Hellenic Republic in his announcement.

“I am proud that such experienced and committed individuals have agreed to take on these important roles in my administration. I look forward to working with them in the coming months and years,” Obama said.

As director of the National Science Foundation, Suresh will oversee the foundation’s staff and management, which directs “program creation and administration, merit review, planning, budget and day-to-day operations,” according to the NSF website.

The foundation includes a workforce of nearly 1700 employees, who are based primarily at the foundation’s headquarters in Arlington, Virginia. The staff includes workers who review research proposals, primarily from academic institutions like MIT, which are awarded through a merit-based process. The foundation also includes the Office of the Inspector General, which examines the NSF’s work and reports to the National Science Board and Congress.

“I think Subra is great, and I think he’ll be great for the NSF,” said Marc A. Kastner, dean of the MIT School of Science.

Since July of 2007, Suresh has served as the dean of the School of Engineering and has held joint faculty appointments in four MIT departments. Under his leadership, the department has most notably seen a spike in the diversity of new faculty appointments.

According to the MIT news office, “approximately 45 new faculty members have joined [the School of Engineering] since he became dean, and in 2009, for the first time

in its history, the school hired more new women faculty than men.”

This nomination “doesn’t benefit MIT directly,” Kastner said, but “of course it enhances the reputation of MIT when our community goes and serves at a very important role.”

It is too soon to know who might serve as a potential replacement as dean of the School of Engineering if Suresh is appointed as the next NSF director, said MIT School of Engineering Director of Communications Chad Galts.

“Until he has a new job, he will still be Dean of Engineering,” Galts said.

In contrast to previous National Science Foundation directors who were no longer active scientists, Suresh maintains an active lab, which focuses on largely on the nanomachanics of biomaterials.

According to the News Office, Suresh has authored over 220 research articles in international journals, acted as a coinventor on over 12 U.S. and international patents, and has coedited five books, including Fatigue of Materials and Thin Film Materials — a prominent textbook used among materials science and engineering — during his research career.

Suresh background spans both the realms of science and engineering, which gives him a more broad perspective for a position like director of the NSF, Kastner said.

“It’s very important that the director appreciates the importance of doing research just because it’s interesting, and not only for applications,” he said. “He’s done really, really great research. I think that’s very important for the director of the NSF”

Over 100 students and research scientists have trained in his research group, which has focused

on such topics as the mechanobiology of malaria in infected red blood cells. He has received such honors for his work as the 2007 European Materials Medal and the 2006 Acta Materialia Gold Medal. Additionally, the Technology Review magazine named Suresh’s work on nanobiomechanics as one of the top 10 emerging technologies that “will have a significant impact on business, medicine or culture” in 2006.

Among his other academic appointments, Suresh has been elected to the U.S. National Academy of Engineering, the American Academy of Arts and Sciences, the Indian National Academy of Engineering, the German National Academy of Sciences, the Indian Academy of Sciences, and the Spanish Royal Academy of Sciences.

Suresh earned his bachelor of technology degree from the Indian Institute of Technology, Madras, in 1977. He received his MS from Iowa State University in 1979, his ScD from MIT in 1981, and completed postdoctoral work from 1981 to 1983 at the University of California at Berkeley and the Lawrence Berkeley National Laboratory.

Suresh joined Brown University as an assistant professor of engineering in December 1983 and was promoted to full professor in July 1989. In 1993, Suresh joined MIT as the R. P. Simmons Professor of Materials Science and Engineering.

Suresh’s daughter Nina E. Suresh ‘10, graduated from MIT last Friday with a degree in Course IX (Brain and Cognitive Sciences) and a minor in French.

More on Obama’s announcement regarding Suresh can be found online at: <http://www.whitehouse.gov/the-press-office/president-obama-announces-more-key-administration-posts-1>.



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### LEGAL COUNSEL

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### Solution to Crossword

from page 5

C	A	P	E		F	O	A	L		T	R	A	L	A			
U	R	A	L		L	P	G	A		R	O	B	I	N			
B	E	N	E		O	A	R	S		O	N	S	E	T			
I	N	E	V	E	R	H	A	T	E	D	A						
T	A	L	E	S	E		S	A	D		C	F	O				
						S	T	A	R		S	E	T	O	U	T	
O	S	A	G	E		M	A	N	E	N	O	U	G	H			
U	C	L	A		T	A	P	E	D		A	G	U	E			
T	O	G	I	V	E	H	I	M		E	T	H	E	R			
G	R	A	T	I	S		D	O	M	E							
O	N	E		S	L	O		E	L	A	T	E	S				
						D	I	A	M	O	N	D	S	B	A	C	K
T	W	E	E	T		E	V	E	L		A	B	L	E			
S	H	A	R	E		G	A	L	E		F	L	A	W			
P	O	U	N	D		A	L	L	Y		T	A	T	S			

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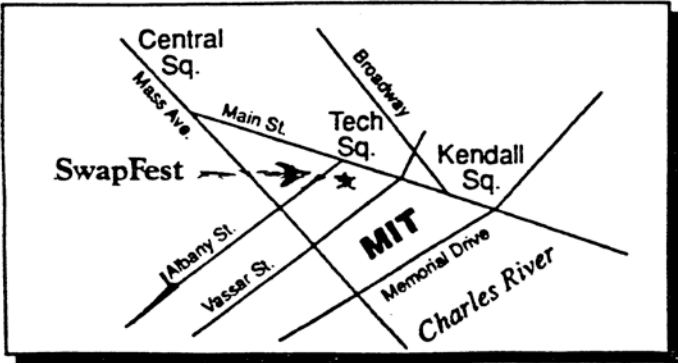
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# Research trumps teaching in awarding tenure

Tenure, from Page 1

sistant Professors. After about five years, they are reviewed and must be promoted to Associate Professor Without Tenure (AWOT) in order to stay on. About 75 percent of candidates make it past that hurdle, according to the Race and Diversity report. Then two years later, AWOT professors “go up for tenure”; they

**“Somehow you have to sway the community to think that what you’re doing is important—and there’s not a prescription for that.”**

are either promoted to Associate Professor With Tenure, or are given a year’s notice to leave MIT (Atypically, Hudson was given only six months because of space complications due to lab construction when he first arrived).

A tenure candidate’s application passes through a hierarchy of review committees, each of which must approve the application. It begins within the candidate’s department, where a small committee of tenured professors gathers information about the candidate.

“You end up with a dossier which is a quarter to three-eighths of an inch thick,” says Professor Emeritus Paul E. Gray, a former MIT President, holding up two fingers to show the thickness. The dossier includes a full biography, a list of all the candidate’s publications, and a collection of recommendation letters.

The collection of recommendation letters is critically important according to Professor Patrick H. Winston ’65, who has helped administer tenure reviews in this department. At least in the Department of Electrical Engineering and Computer Science, roughly twice as many are written by experts from outside MIT who are in the candidate’s field than by professors within MIT. So how are the recommenders chosen? According to Winston, the candidate and his or her mentor make a list of people whom the candidate would like as recommenders, as well as a list of people the candidate would not like. But it is up to the committee appointed to research the candidate to choose who to request a recommendation from, and the committee may choose people from both lists. The candidate never finds out who the committee chooses.

According to Professor Hazel L. Sive, who serves as the Associate Dean of Science, after the smaller committee assembles the candidate’s information, it passes a recommendation to a larger group within the department, which could be all the tenured faculty. Within a single department, there are two to four levels of review.

Ultimately a decision is reached, and the department head defends the department’s decision to his school’s council. (For instance, the head of EECS department would take a case to the Engineering Council.) The school council reviews the application, and if approved, takes the case to the Academic Council, which is made up of top-level administrative figures including President Susan J. Hockfield, Provost L. Rafael Reif, and Chancellor Phillip L. Clay PhD ’88. On approval of the Academic Council, the application is finally passed to the MIT Corporation for a final review.

According to Winston, most unsuccessful cases stop at the department or school level. The department heads want to be especially sure about a candidate’s success, since approving a candidate that the

school council rejects “makes the whole department look weak.” According to both Gray and Winston, it’s rare to have cases overturned by the Academic Council, and the Corporation basically provides a “rubber stamp.”

Gray says the whole process typically begins in the winter and ends in the spring. Professors find out their decisions in May or June.

## What does it take?

Sure, the tenure process is established and constant, but what does a professor really have to do to get tenure?

Dive sums up MIT’s tenure criteria in two words: excellence and visibility. Part of excellence, she says, “is that you are either the top investigator in your field, or one of the very tiny handful of top investigators in your field, in the world.”

Winston offers a slightly different angle. It’s crucial “that a person will improve the reputation of the institution,” he says. This places heavy emphasis during a tenure review on outside recommendation letters written by international experts in the candidate’s field, since positive letters indicate that a candidate will boost MIT’s standing. Letters from within the Institute, on the other hand, are assumed to be somewhat biased by personal contact with the candidate, and while still considered, they are “not an indication of outside reputation.”

## Hudson received the Everett Moore Baker Memorial Award for Excellence in Undergraduate Teaching, an award based solely on student nominations.

How to build an international reputation is the tricky part. Winston acknowledges that tenure decisions are based on “short-term reputations,” and he recommends junior professors to tackle “the sorts of things that can end up producing results in a small number of years,” rather than large problems that require “ten years” before a paper can be produced.

“Tenure is never about promise,” he stated. “It’s about accomplishment.”

Because worldwide reputation is hard to gauge, professors’ peers at MIT may not always be able to provide the most accurate feedback. “It’s a little tricky because the [recommendation] letters are coming from outside people, partially from people who are in your specific field, and there’s no one else here who does exactly what I do,” explained Hudson. “I think that often you don’t really have a good feeling [about your tenure case], or your feelings can be mistaken.”

For Hudson, there remains a certain tipping point of fame, an elusiveness of renown. “Part of it is, you write great papers that everyone reads and then references and so you get famous, you go to conferences and give great talks,” said Hudson. “But I think it’s more than that. Somehow you have to sway the community to think that what you’re doing is important—and there’s not a prescription for that.”

## Research emphasized, but teaching award not ‘kiss of death’

There’s one place where Hudson is definitely a known star: the classroom. Sixty-two students rated him an average of 6.6 out of 7 in the Spring 2010 course evaluations for 8.02, the second-highest among the term’s eight instructors. His dedication to teaching was noted by former student of his, Chris C. Mills

’12, who was a UROP and teaching assistant for Hudson this spring.

“I got emails from him [with answers to questions] last year at 2 in the morning, 3 in the morning, and I was like, ‘What are you doing awake?’” Mills recalled.

Hudson’s popularity was confirmed in 2008, when he received the Everett Moore Baker Memorial Award for Excellence in Undergraduate Teaching, an award based solely on student nominations.

The Baker Award is also colloquially known as the “kiss of death” to tenure, which stems from the attitude that professors who spend too much time in the classroom aren’t spending enough time in the lab.

But the “kiss” is simply a myth, says Gray. Sive agrees. “Competent teaching is required for promotion,” she says. Although “extreme excellence [in research] can compensate somewhat for less excellent teaching skills,” since acquiring teaching skills is “always in progress,” good teaching alone is not enough for promotion.

## The MIT way

Each college approaches tenure with a distinct style. For MIT, that style is a tradition of growing its talent from the ground up.

MIT only hires professors that it believes can be successful, according to both Sive and Professor Thomas A. Kochan, the current Chair of the Faculty. “We are not in a mode like some universities historically have been, where you hire x number of people but you only expect x minus some to be successful at tenure,” said Kochan. This attitude is reflected by a policy of “no required attrition,” says Sive. When an Assistant Professor is hired at MIT, there is a corresponding, unique tenure position waiting for that person. A math nerd might say that there is a bijection between Assistant Professors and tenure positions.

Furthermore, MIT likes to hire people who are unestablished but promising, rather than mining superstars from other universities, says Kochan. (Though it does court superstars, relatively rarely, he adds.) “Then we do everything we can to help those individuals be successful. Not everyone makes it, that’s the reality. But we are committed to hiring people that we believe have the capability to be successful and then working as hard as we can, and that’s the way we want to grow our faculty.”

MIT’s tenure style stands out from that of its neighbor down the street. “Harvard has a reputation of tenuring almost nobody,” said Winston. Gray added that Harvard, in contrast to MIT, will often dip into the already-tenured staff at other colleges. So Harvard gets great people, he says, but it doesn’t contribute to their career development.

## Knowledge of the appeals process seems varied. Hudson was not aware of an appeals process.

“It seems to me that if you bring in bright young people, treat ‘em well, be critical in your tenure review, you’re contributing to the larger dimension of education than just your institution,” he says. “And the thing that is problematic about it, is that when Harvard goes outside to hire a world-class person of high level, in many cases the first place they look is right here [at MIT].”

For example, two years ago, Harvard had offers out to three senior MIT faculty in economics. Gray thought that was “indecent.”

“I can tell you we won all three,” he said, smiling. “They stayed.”

## ‘Tremendous goodwill’ toward junior faculty

Part of the reason for MIT’s

warmth toward tenure candidates is that it is in departments’ interests for them to succeed. For one, the recruitment process requires time and resources, and it’s often costly to support new junior faculty. They require lab space, some need a couple million dollars for lab equipment and help with funding before securing outside grants, and there may also be relocation costs for the faculty and their families.

“It’s expensive to hire a junior faculty member, amongst anything else, so we want to make sure that the investment in the junior faculty member is repaid, and the repayment is that they stay on as a senior faculty member,” says Sive.

But the departments’ friendliness toward new untenured faculty extend beyond financial reasons. “I tell the junior faculty that they are really the most important faculty at MIT because in twenty years’ time they’re going to be running the Institute... So there is tremendous, tremendous goodwill on the part of the senior faculty to help the junior faculty succeed,” says Sive.

Hudson felt the wholehearted support of the Physics Department. “The department is really amazingly friendly,” he says. “For some reason I think there’s this perception from the outside that because it’s hard to get tenure here that it’s somehow mean, and it is not at all like that.”

The generosity of his senior colleagues went beyond any of his expectations. When Hudson first arrived at MIT, he was assigned lab space in Building 24, but because of construction, there was no room for him to work for the time being. So, a couple of professors offered up their own facilities to him.

“That would never happen anywhere else,” said Hudson brightly. “They gave up their lab to me for like six months! That was like, ‘Welcome to MIT!’”

## Imperfect, but still ‘a good thing’

Tenure is not infallible. “It’s a process that works pretty well,” said Winston. “But it’s a process that can make mistakes both ways.” Some deserving individuals are not tenured, and sometimes tenured individuals “aren’t suited to helping the long-term reputation of the institution, or their problem is not of long-term interest.”

Tenure decisions are also susceptible to the bias of contemporary academic interest. Winston recalls that for a period of time, “string theorists couldn’t get jobs” in physics departments. In a later era, “you couldn’t get a job unless you were a string theorist.”

Deserving or not, tenured professors become diamonds with fine print: their positions last “forever,” secure for the rest of their lifetimes, barring “adequate cause.” However, that cause has to be “pretty egregious,” according to Gray. Asked just what a professor would have to do get his tenure revoked, Gray paused a moment to think. “Cheating on your research. Cookin’ the books. Producing data you didn’t really take.” And even that might not be egregious enough.

Gray tried years ago, as MIT Chancellor in the 1970s, to relieve a tenured professor who had been accused of passing off work of other faculty in his department as his own, and lying on his resume, claiming to have a doctorate he did not have. A committee of disinterested faculty reviewed the case and agreed with the charges, but they didn’t think it warranted taking away tenure. That was the only attempt in his nine years as Chancellor and ten years as President. Part of the reason for the low number, he says, is that “the tenure process is thorough, and usually the people who get through are great people.”

## The purpose of tenure

Despite the rare deviants, tenure serves an important purpose. It was established in the early twentieth

century to protect professors from being fired for having views that college administrators disagreed with. Tenure “guaranteed you freedom of speech,” said Gray.

Gray also sees value in evaluating professors early on in their careers, both for the universities and the professors. It prevents universities from “making big mistakes that [they]’ll regret later on” and does so while professors are young enough to seek employment elsewhere. “You know, you’re not supposed to discriminate against people on the basis of age, but you don’t find very many 55-year-olds who think it works that way,” he said.

Hudson also agrees that tenure is valuable for the institution. “I think the tenure process is a good thing,” he said. “The reason MIT is a fantastic place is because they’ve gotten rid of all the people who aren’t fantastic, right?” he said lightheartedly with a laugh.

But he also wishes there could be a slight modification to the current tenure criteria.

**“There is definitely a feeling, of ‘Look, getting tenure here is hard, you should just do research, and just forget about everything else.’”**

“The problem is that there are always exceptions to the rule,” he said. “An administrator in the physics department, her comment was, ‘It would really be nice if once every ten years MIT would say: expletive the letters, we know this guy is just good to have around and we’re going to keep him.’ And I think it would be nice if departments had that flexibility. And probably that’s the right time scale too. Because if you start doing that... the problem is, we really like everybody, and so we’d never fire anyone and then we wouldn’t be number one anymore.”

“So it’s good to say... you’re great, but you’re not MIT material, and I’m willing to accept by those standards that I’m not MIT material, as hard as it is to hear that. But it would be nice if there were occasionally another option.”

## Looking forward

So that’s how tenure works in theory. But how well is the process actually being carried out?

The Report of the Special Faculty Committee on Promotion and Tenure Processes is currently being compiled to answer that question. It is expected to be released in the fall, according to Kochan, who co-chairs the committee. According to him, the report investigates the management and transparency of the tenure process at MIT. It will highlight the need for improvement across several fronts, including appeals, diversity, and mentoring.

Kochan expressed the need for a clearer tenure appeals process. Currently, it’s one paragraph in a larger section on grievance procedures in the official MIT Policies and Procedures, and begins, “if the complaint is not successfully resolved within the academic lines of supervision in the relevant department and School, the aggrieved faculty member may write to the Provost requesting further review of the process that led to the decision.”

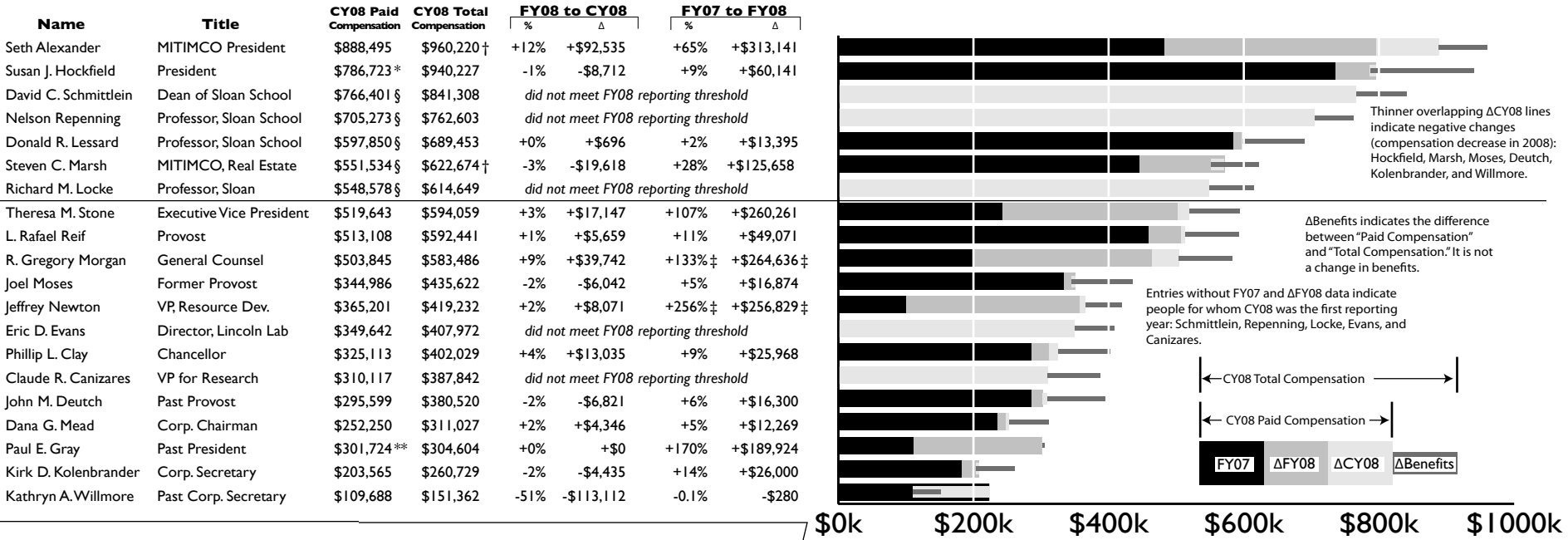
The report will recommend replacing the appeals process as its own section and expanding it to be clearer and more detailed.

Knowledge of the appeals process seems varied. Hudson was not aware of an appeals process. Winston and Gray admitted some uncertainty but recommended a letter to Provost L. Rafael Reif. Sive said that there are many points of



# 2008 Top Salaries at MIT

Because of changes in IRS regulations, this data is for calendar year 2008, but the previously reported data were for fiscal years ending June 30. As a result, this year’s CY08 12-month period overlaps by 6 months with the FY08 12-month period.



This data is for calendar year 2008, from Jan. 1, 2008 through Dec. 31, 2008, and comes from MIT’s IRS Form 990, the tax return for charities, which was filed May 13, 2010 for tax year 2008. “Paid compensation” is the sum of “base compensation,” “bonus & compensation,” and “other reportable compensation,” as reported on Schedule J-1 of the 990. “Total compensation” is the total reported on that form, which includes “deferred compensation” and “nontaxable benefits.” As noted above the chart, CY08 data overlaps with previously reported FY08 data, so percentage (%) and difference (Δ) between FY08 and CY08 may not be meaningful. Form 990 includes compensation to current and former “officers, directors,

trustees, and key employees” as well as the “five highest compensated employees” (§), of whom Prof. Richard M. Locke is the lowest-compensated. Therefore, the list beneath Locke is not comprehensive. \* President Hockfield’s CY08 paid compensation includes a \$100,000 benefit paid into an account that is inaccessible to her. Because of a change in IRS rules, in prior years that \$100,000 was reported as “deferred compensation.” The FY08 to CY08 % and Δ columns have been adjusted to add \$100,000 to the FY08 figure. Hockfield’s reported total compensation in CY08 also includes \$70,000 to account for her use of Gray House, the presidential residence. IRS rule changes require MIT to include that \$70,000 where it had previously not been report-

ed, but it does not represent a change in her compensation. † Seth Alexander’s and Steven Marsh’s compensation do not include \$118,750 and \$59,280 of incentive compensation, respectively, which are based on the performance of MIT’s endowment, and whose value may change. Mr. Marsh also received an additional \$62,500 from the MIT Private Equity Management Company III, LLC. Professors Repenning, Lessard, and Locke appear here because of their participation in the Sloan School of Management’s Executive Education program, see <http://mitsloan.mit.edu/execed/>. \$340,673 of Lessard’s compensation is from Executive Education, as is \$534,100 of Repenning’s. Locke’s \$284,407 in-

cludes not only Executive Education, but also summer session teaching and the Jamieson Prize for excellence in teaching. \*\* Paul Gray’s \$301,724 compensation was previously reported in FY08, but it is the same payment reported in both years’ Form 990, according to the Office of the Vice President for Finance. ‡ R. Gregory Morgan and Jeffrey Newton took their positions during FY07, [during which they only received a fraction of their annual compensation], so their increases in compensation from FY07 to FY08 appear comparatively large. Schedules J, J-1, and J-2 of Form 990, from which this data are based, are available at <http://tech.mit.edu/V130/N28/topsalaries/>.

## Hudson leaves mark at MIT

Despite being denied tenure, Hudson pursues academia

Tenure II from Page 10

entry to file an appeal—through the head of the department, the Dean, or the Provost—and “there is a process by which appeals are organized by the Provost, but such appeals are very rare.” Second, the Race and Diversity report argues for a more diverse faculty at MIT, and this new report echoes that conclusion. “It’s imperative for MIT to increase the number of underrepresented minorities on the faculty and to help them be successful,” says Kochan. “I see that as one of the key goals of my time as Faculty Chair.” So in recruitment for tenured positions, he says, MIT needs to be more proactive in broadening the scope of their search. There’s also a need to handle an increasing diversity in research interests, as more professors engage in interdisciplinary work. That creates a problem when it comes time to find outside recommendations for a tenure candidate. “It’s difficult to identify who are the right experts,” says Kochan. “We still need to go to the best experts in the fields that the person is working in, but the knowledge of who those people are and the right mix may require a bit more work.” Finally, the mentoring that junior professors receive is “highly variable” among and within different departments. For instance, some departments have an entire committee that advises junior faculty, whereas others have individuals as mentors. The report identifies best practices in this area and recommends that MIT “reward the people who are doing a good job for mentoring by giving them a little more credit for what they are doing—more visibility, more recognition,” says Kochan. If these sound like big issues to address, they are. “There’s a lot to do,” said Kochan. “This is not a one year, or a three year, or even a five year process.”

### A move, a reflection

While Kochan looks forward to revitalizing the tenure process, Hudson looks toward his next step. First, he has to tie up matters at MIT. Because Hudson is relocating, the graduate students in his lab have to decide whether to leave with him or to find another mentor. Fortunately, Hudson recently graduated his first round of graduate students, and the two students he has now are first- and second-year, not too far into their projects. For them, “it’s a disappointment but it’s not a huge loss,” says Hudson. As of the end of May, Hudson had not decided where he’s headed next. He wants to stay in academia, though, as he’s drawn to the feeling of discovery in research, calling it “pure joy.” It’s certainly not an easy path. The challenge of working for tenure extends beyond research and can consume one’s personal life. “There is definitely a feeling, of ‘Look, getting tenure here is hard, you should just do research, and just forget about everything else,’” says Hudson. Everything else, including teaching, family, fun. For Hudson, that wasn’t the way to go. “I chose just to ignore that advice. Maybe that was bad on my part,” he laughed. “But I have a family. I have three young kids, so I would go home in the evenings at not too unreasonable an hour, and I would stay home on the weekends and spend some time with them. And maybe to some extent my work suffered because of that. But if it did, so be it—I wouldn’t trade the family life for even getting tenure. And with teaching it’s the same thing.” Even though he’s leaving, Hudson has already left a mark on MIT. He’s worked to increase minority and women enrollment in the Physics Department, serving as the department minority adviser and working on several diversity panels in the School of Science

and the Institute. He’s also helped develop the 8.02 TEAL curriculum, having been staff since the first term the system became standardized in Spring 2003. He’s worked to make the curriculum “much more demanding” compared to the 80s and 90s, and hopes “that TEAL will stay around long after my departure and be sort of, uh, ‘Eric Hudson—he made that slide,’ or ‘He’s the reason that we’re doing these stupid back-of-the-envelope calculations,’” he joked. Hudson has also valued and learned from his years at MIT, doing research in a rich intellectual environment of both faculty and students. On the teaching front, TEAL changed his view of how students learn. He said. “I used to be happy to stand in front of a class, and I’ll never do that again.” Hudson will soon be among the many professors who pass through MIT for a few wondrous years. Afterward, though, these professors go on to find positions in academia elsewhere, go into industry, or even start their own businesses. “The fact is that MIT faculty who are doing really well get offers all the time,” said Gray. There are also non-tenured teaching positions at MIT, such as lectureships, which also offer job security, says Gray, and rarely, someone who doesn’t get a tenured appointment takes one of these non-tenure track positions. No matter where people go or what jobs they do, the key to success, perhaps, is staying motivated despite obstacles. And it’s clear Hudson has found his motivation. “Every time a student comes into [my] office, and says, ‘I just didn’t understand that but then you explained it and now I get it!’ You know? That is so... happy!” His eyes were bright, and he beamed. “Every time I get an email from a student who says that, that just keeps me going for another year.”

## Boston gets air of rare tornado watch

Strong winds take down trees, tent



AVIV OVADYA—THE TECH

A macroburst, a large downdraft of hurricane force winds, hit the Esplanade during Sunday’s tumultuous thunderstorm. Over 30 trees sustained significant damage and cleanup crews were brought in to remove the debris.

### By Jericho Dickinson-Ricardi

A series of powerful thunderstorms tore across Massachusetts this past weekend. Lightning and high winds caused loss of power to thousands of residents statewide. A tornado watch was put into effect on Sunday in Middlesex County, Worcester County, Franklin County, Hampden County and Hampshire County. MIT also suffered the effects of the storm. The storm knocked over a tree near pika, causing it to nearly land on the house. The house was spared when another tree blocked the falling tree from hitting the house. The large white tent put up on Kresge Lawn for commencement partially collapsed due to excessive water and wind. Other storm difficulties were more comical. Yan Zhu ‘12 Course XIII, said that it was a clear day when she and a friend decided to visit Clear Conscience Cafe in Central Square, but the sky quickly turned dark. “All this water just suddenly came down,” said Zhu, “Pretty much everyone in the cafe just

turned around a stared. A guy was walking outside in a facemask and snorkel.” On the bright side, the storm turned down the heat in the Boston-area. On June 5, before the storm began, temperatures ranged from a high of 85°F and low of 64°F. The day after the storm, highs were down to 75°F and lows were in the low 50’s. Also, the weather became less humid, with dew points dropping from the high 60’s to the low 50’s The tornado watch was issued for every part of Massachusetts, except for the Cape, Nantucket, and Martha’s Vineyard. Wind gusts reached as high as 68 MPH on Sunday June 6 at the peak of the storm. In the Greater Boston area, the rain accumulated to 0.71 inches, far higher than the normal June average of 0.11 inches per day. Trees were reportedly knocked in several parts of the Greater Boston area. According to The Boston Channel, in Brookline, winds uprooted a tree on Beacon Street, crushing two cars. No one was injured. Jingyun Fan contributed reporting to this article.

# Are you ready for some football? (No, the other kind)

## 2010 World Cup set to kick off in South Africa

By Mihai Duduta  
STAFF WRITER

The 2010 FIFA World Cup begins on June 11 in Johannesburg as the host, South Africa, take on their Group A opponents, Mexico. It will be the first tournament to be hosted by an African country and the first in which the host nation, not the defending champions (this year Italy, which won on 2004), will play the opening match.

There has been some controversy over choosing South Africa as the venue, including the fact that at this time winter is starting in the Southern Hemisphere. However, given the huge number of world-class players set to participate, the competition promises to be a worldwide soccer celebration.

Though they might not get as much attention from the press and fans, coaches are crucial to a team's success. Unlike club managers, national team coaches have much less time to select and test their avail-

able players. They work around the clock preparing for this one competition, choosing the best 23 players for the final tournament. More often than not, they get heavy criticism for their decisions, but the strongest personalities always prevail.

### Who to bet on this year?

Brazil. Their entire lineup is very solid, even without some of the more its players (like Ronaldo or Ronaldinho). Their coach, Dunga, started in 2006 and Brazil has won all of the tournaments played since: Copa America in 2007 (beating Argentina 3-0 in the final) and the Confederations Cup in 2009 (beating the US 3-2 in the final, coming back from a 2-0 deficit).

### Who not to bet on?

Spain. They're the #1 favorites - the current European Champions — and they have won 96% of their 25 games under their coach, Vicente del Bosque. The one defeat

was 0-2 against the US in the semifinals of the 2009 Confederations Cup. While Spain promises to put on a dazzling performance, they have history against them. The number one favorites have never won the tournament. In addition, no European team has ever won the World Cup outside of Europe.

### Which powerhouses will disappoint?

Argentina. While Argentina boasts 5 of the best strikers in the world (Messi, Milito, Higuain, Aguero and Tevez scored a combined 155 goals this season) their defense and midfield lack players of the same caliber. The legendary Diego Maradona, now coach of Argentina, has yet to prove his skill at this level, as his team barely qualified to this World Cup.

France. They have stellar players throughout the lineup, but their coach, Domenech, has not been able to make them into a strong team. They face a tough group

with Uruguay, Mexico and hosts, South Africa, and could exit the tournament at the end of the group stage.

For some of the other teams in the tournament, the role of the captain will be crucial. These are players who have enormous experience on the international stage, and their team will rely on their leadership to advance in the tournament.. They include Samuel Eto'o of Cameroon, Alexander Frei of Switzerland, Diego Forlan of Uruguay and Dejan Stankovic of Serbia.

Given these factors, which teams will advance past the group stage? Here are my predictions:

- Group A: Uruguay and South Africa
- Group B: Argentina and Nigeria
- Group C: England and USA
- Group D: Germany and Serbia
- Group E: Netherlands and Cameroon
- Group F: Italy and Paraguay
- Group G: Brazil and Portugal
- Group H: Spain and Switzerland

# Lifestyle, Yes. Life and Style, No.

The mystery behind Grace Kelly's classic style remains unsolved

By Kathryn Dere  
STAFF WRITER

Today, Grace Kelly may just be the song title of a mildly annoying, sugar-coated pop song by Mika, but thirty years ago, Grace Kelly was one of the most photographed women of the twentieth century. An Academy Award-winning American actress, she became a film star just as suddenly as she married a real prince, became Her Serene Highness The Princess of Monaco, and then tragically died in a car accident.

**Grace Kelly: Style Icon gives no insight beyond the public image...that, on the surface, seemed like a fairy tale.**

Kelly's impeccable style has become transported into an exhibition nestled inside London's Victoria and Albert Museum, the museum for decorative arts and design. *Grace Kelly: Style Icon* divides Kelly's style

into four distinct stages of her life (which I suspect have more to do with the changing fashions of the times than with Kelly's changing life): actress, bride, princess, enduring icon.

The supposed stages of actress and princess predictably carry the most glamour. Costume designer Helen Rose's sparkling white creation for Kelly's role in 'The Swan' (1955) stands proudly in one display case. Kelly's real-life role as Princess Grace called for gowns of similar elegance, including the dress 'La Bayadère' (Marc Bohan for Dior, 1967), a liquid sunset of silk chiffon, that, when worn by Kelly, would be complemented with hair to rival Audrey Hepburn's elaborate 'do in the ballroom scene of 'My Fair Lady.'

The strength of the exhibition, however, lies in the plainer pieces. Their clean, simple lines tell us more about the princess than the glamorous gowns—these truly represented a woman who unabashedly wore her clothes multiple times and often did her own hair and nails. Flowing gowns may have been for evening, but for the daytime she had her white gloves (a remnant from her Irish Catholic upbringing) and tailored suits, not to mention multiple pairs of dark-rimmed eyeglasses (Kelly made no

secret of her near-sightedness, and owned over 45 pairs by Oliver Goldsmith by 1980). Personally, I wouldn't mind owning that lace sheath dress (Marc Bohan for Dior) or that Hermes 'Kelly Bag.'

The designer Oleg Cassini once remarked of Kelly that "by wearing clothes that don't get too much notice, she gets noticed more herself." It's true, even now, hundreds of people of all ages (though admittedly, mostly of the female persuasion) will line up to buy the tickets that will make them salivate over that purple silk evening gown or stare in reverence at that video footage of Grace Kelly embarking on her honeymoon.

**The real woman is lost in a sea of Chanel, Givenchy, and Balenciaga.**

But somehow *Grace Kelly: Style Icon* still manages to create more mystery than it sheds. The problem is, life and style are really quite different.

*Grace Kelly: Style Icon* gives no insight

**Grace Kelly: Style Icon**

**Victoria and Albert Museum, London, England**

**April 17–September 26, 2010**

beyond the public image and the marriage that, on the surface, seemed like a fairy tale. The real woman is lost in a sea of Chanel, Givenchy, and Balenciaga. Really, it is quite ironic that the exhibition itself advertises Kelly's own words: "I think it is important to see the person first and the clothes afterwards." It's funny, then, how we go to see the clothes first, and only a glimpse Grace Kelly, the person, afterwards.

The mystery lies behind true style not behind this summer's burst of floral prints and trendy runway knockoffs in the spirit of anything goes in London, and certainly not in the rather frightening clones of Abercrombie & Fitch that haunt the suburban American shopping mall, but in something that has more to do with comfort than with your grandmother's matching pumps and purses. We may never know *Grace Kelly: A Life*, but her elegance has yet to fully disappear from our minds.

# 'Black & White' fades into grey

Boston Ballet's contemporary piece pushes bounds but loses grace

By Tina Ro

Jiri Kylian's *Black and White* closed for Boston Ballet's 2009-2010 season. It was a familiar return from its initial premiere with the Boston Ballet in 2005. With the exception of its performances in Boston, the pieces have only been performed in the Netherlands. Although back by popular demand, considering its contemporary avant-garde style, *Black and White* is still a unique addition in comparison to the other more classical pieces of the Boston Ballet season.

The ballet is comprised of five works: *No More Play*, *Petite Mort*, *Sarabande*, *Falling Angels*, and *Sechs Tanze*. Kylian is credited with the creation of a masterpiece. The works are described as incorporating the ideals of surrealism and minimalism into contemporary ballet. The pieces are also said to challenge sexual politics and redefine sexual identity.

However, due to a blind focus on solely these elements and negligence on basic ballet fundamentals, the Thursday night opening performance of *Black and White* offered, yes, a new modern style, but unfortunately was void of the beauty and masterful technique characteristic of ballet.

*Petite Mort* is praised for its innovative usage of swords or foils in ballet. Set to Mozart's Piano Concertos, six men appear and dance with swords in hand. Allowing for some leniency considering we had dancers on stage and not swordsmen, the usage of the swords was off and uncoordinated and overall distracting. It was a waste of talent to hand swords to skillful dancers and fail to utilize their natural grace and coordination. The idea may have had more appeal if the execution was carried out well.

**The standards of contemporary ballet should...also uphold a certain level of basic grace and poise.**

Another prop utilized in two of the pieces was a framed 18th century dress on rollers. Both dancers and ballerinas appeared behind them—thus the claims to challenging sexual politics and refining sexual identity. These framed dresses did add a dark, eerie feel to the pieces leading up to intimate sexual interactions between dancer pairs.

However, unlike the use of coy innuendos, the crass explicit sexuality contrasted with the usual enjoyable flirtatious demureness.

Sarabande is renown for its use of synthesized noises along with Bach's Violin Partita No. 2, in d minor. The unsynchronized clanking sounds of the foils were nothing compared to the shrieks of the added synthesized sounds. It was difficult to focus on the dance with the sheer displeasure that came from such loud, unpleasant accompanying noise.

The dance portrays the very primitive—literally think primate—journey of man. Kindly, I will suggest that the noise may aurally parallel the primitive state of the dancers.

*Falling Angels* was a piece for women. Of the five pieces, this one stood out the most in representing the unity and harmony among the women. The ballerinas were no doubt talented. It was quite beautiful to see their perfectly curved muscles and joints move in such a way to embody togetherness to one another. The choreography seemed to resemble a more lyrical, hip-hop feel.

Finally, *Sechs Tanze* closed the show. A lighthearted piece—*Sechs Tanze*—is said to display Kylian's sense of humor, think the crew of Monty Python learns the art of

**Boston Ballet Performs Black & White**

**Opening Night: May 20, 2010 7 PM**

**Boston Opera House**

ballet. The show ended on a dreamy note with bubbles blown onto stage and into the audience.

The standards of contemporary ballet should be increased to not only challenge themes, techniques, and musical styles, but to also uphold a certain level of basic grace and poise trademark to what ballet is. Contemporary ballet should, in my opinion, aim to improve the dance by pushing the ballet into further spheres of influence but also maintain its beauty.

Kylian did aim to challenge many of the metrics of traditional or classic ballet, but in a way stripped away the beauty and magic that gives power to the dance of ballet. *Black and White* is named to represent a black and white sketch, but leaving the show, I deeply missed the deep hues and richness of color.